

# ECONOMIC DEVELOPMENT STRATEGIC PLAN



2017-2022

Housing and Economic Development

# ECONOMIC DEVELOPMENT STRATEGIC PLAN

## INTRODUCTION

The goals of the Economic Development Strategic Plan are to collaborate and communicate, support business, promote vibrant neighborhoods, support employment and increase city revenues. These goals are created in support of the City's existing strategic goals and specific plans. The purpose of expanding the City's goals is to create a plan that is specifically tailored to driving economic development. The Economic Development Strategic Plan includes an overview of market research, historical data and the strategic steps necessary to meet our goals.

These goals will be reached by analyzing the strengths and comparative advantages of the local economy; Creating incentives to leverage the investment / involvement of different public and private sectors; Advocate for the well-being of the community through policy creation and implementation; And tracking of economic trends to measure success and prepare for changes.

**The first goal** will be to *Collaborate and Communicate* with local and regional partners to align economic development efforts, increase the utilization of resources and leverage networks for economic growth.

**The second goal** will be to *Support Business* by developing incentives, building upon existing assets and aligning efforts within the city, locally and regionally.

**The third goal** will be to *Promote Vibrant Neighborhoods* by taking incremental action to strengthen our Downtown, Westside and Marina districts. Strategic partnerships will be sought to develop meaningful economic development efforts.

**The fourth goal** will be *Supporting Employment* by encouraging collaboration with stakeholders to align workforce development and training with emerging workforce opportunities.

**The final goal** will be to *Increase City Revenue* by researching opportunities to establish Special Benefit Assessment Districts and seeking grant opportunities.

The following strategic plans were reviewed in creation of the 2017-2022 Economic Development Five-year Strategic Plan.

- National City General Plan
- National City Downtown Specific Plan
- The National City Westside Plan
- National City Five Year Strategic Plan
- South County Economic Development Work Plan
- National City Chamber of Commerce Economic Development Plan
- South County Economic Development Maritime Industry Action Plan
- San Diego Military Advisory Council Military Economic Impact Study

## NATIONAL CITY PROFILE

National City is located at the center of it all in San Diego County.

Approximately five miles south of downtown San Diego and eleven miles north of the Mexican border. National City encompasses a total of 9.2 square miles with San Diego to the North, Chula Vista to the South and the bay to the west. National City has a rich history dating back to 1887 and is the second oldest city in the county. This 140-

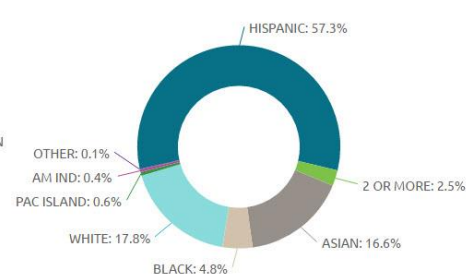
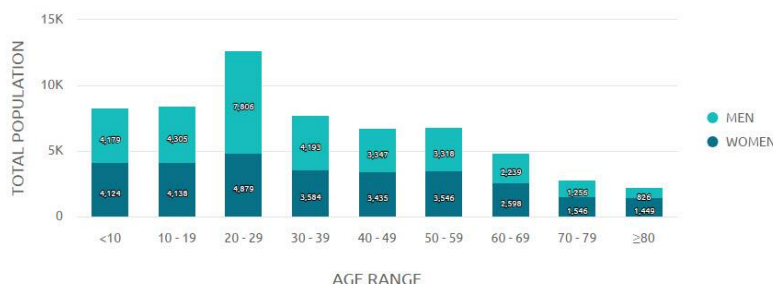


year old city on San Diego bay embodies a proud and rich tradition of commerce, urban agriculture, production and transportation. It is not a stretch to imagine downtown National City emerging regionally as a vibrant urbane, cosmopolitan experience for residents and businesses. Education village, Brick Row and Kimball park, as well the new library, the new Aquatic Center and many new development projects underway, or on the boards are a clear sign that National City has entered a “new era”.

## POPULATION / DEMOGRAPHICS

Figure 2

Figure 3



The San Diego Association of Governments (SANDAG) 2050 Regional Growth Forecast estimates that National City is one of the six jurisdictions in the County that will grow at a faster rate than the regional average. According to SANDAG the 2016 population of National City was 60,768, see **Figure 2**. National City's population is expected to increase by 23% by the end of 2030, while housing is expected to increase by 19.5%. Looking into the not so distant future, by 2050 National City's population is expected to increase by 60% and housing by 56%.

This data provides great insight into the expected housing demand on the horizon. Currently

there are 16,851 housing units at an average density of 1,838.9 units per square mile, of which 43.4% is Multiple Family, 32% Single Family Detached, 22.3% Single Family Multiple Units and 2.3% Mobile Homes. **Figure 4** outlines the estimated median income of National City residents by household.

Figure 4

The changing National City housing and population landscape has also influenced the racial makeup of National City's many diverse communities. In 2009 9.6% of residents were White, compared to 17.8% in 2016. The population of African Americans increased from 4.7% in 2009 to 4.8% in 2016. The percentage of Hispanic/Latino residents decreased from 62.6% in 2009 to 57.3% in 2016. In 2009, 19.3% of residents were Asian/Pacific Islander, compared to 17.2% in 2016. Filipinos make up a significant portion of this Asian population. **See Figure 3.**



## LOCAL ECONOMY

National City's Economic potential is reflected in its numbers. Industrial building inventory for *manufacturing industrial multi-tenant/distribution* buildings over 10,000 sq. ft. are at 90% capacity. Commercial development is also on the rise and has gone up 80% since 2012. There is a clear demand for Industrial building inventory and commercial real-estate. Major industry partnerships with the Port of San Diego, PASHA and access to major freeways and the railroad are additional strengths to the area. Along with a successful history in industrial manufacturing, National City is also known for its retail success.

Recently the California Board of Equalization, first quarter, 2015 report listed National City as the second highest sales tax revenue generator in the San Diego Region. National City is home to The Mile of Cars and Plaza Bonita. Residents from across the region travel to shop at Plaza Bonita, one of the most successful malls in the areas. Mile of Cars is also a staple in the community and has history that dates back to the 1950's.

## SAN DIEGO INDUSTRY CLUSTERS

South County's key industry clusters of aerospace, advanced manufacturing, health, food processing and distribution, and boat building and repair are a good starting point for promoting stable, well-paying jobs in the South San Diego Region. The South Couth Economic Development Council has identified the following industry's as the leading industry clusters in the San Diego Region.

- Aerospace & Defense
- Biotechnology & Medical Devices
- Cleantech & Energy Efficiency
- Electronics & Telecommunications
- Food & Beverages

## NATIONAL CITY ECONOMIC DASHBOARD

Data was collected on sales tax revenue, real estate development, labor, quality of life and demographics of National City from 2012 to 2016 and reflects a Five-year reporting of economic indicators specific to National City. Using a *Percent Growth Rate* equation, the annual percentage (straight line) growth rate of National City Economic Indicators was recorded.

The data collected has been used to influence the strategies and programs proposed in the Economic Development Strategic Plan. For every proposed strategy in this report you will find a table labeled *Resource Analysis*. Within each Resource Analysis table is a line labeled *Metrics*. Our metrics were established off the data collected in **Figure 5**. The average annual growth rate for each economic indicator was used to create benchmarks to track future growth. This method was used so that annual goals for economic success would be attainable.

Metric	Time Period 2012-2016	Compound Annual Growth Rate
Population	5yrs	0.58%
Housing Units	5yrs	0.16%
Median Household Income	5yrs	-0.06%
Median Sales Price Single Family Home	5yrs	10.76%
Median Sale Price Single Family Home	5yrs	10.76%
Commercial Development	5yrs	37.97%
Residential Development	5yrs	66.71%
Closing Business License	5yrs	-0.87%
Opening Business License	5yrs	.12%
Labor Force	5yrs	.16%
Unemployment	5yrs	-11.74%

# A1. Economic Development Reports

## DESCRIPTION:

The purpose of this strategy is to create Economic Development reports of National City that will track growth and analyze city trends. Historic data will be collected as a benchmark to compare current City data against the past. Data collection will be of leading economic indicators such as demographics, real estate development, labor statistics, City revenues and more. Providing historic data to compare current data against is key to preparing for growth and planning for change.

There are a few ways that Economic Development reports can assist in preparing for growth and planning for change. The first way is to highlight the economic potential of National City to attract investment and growth. The second way is to identify weak spots in our growth and plan the proper changes and adjustments. For example, if data trends reflect an increase in population and a decrease in housing developments, National City policy makers can get ahead and make the proper adjustments and accommodations before it becomes an issue.

In order to ensure that National City Economic Development Reports reach the greatest audience, reports will be shared on the National City website and with local and regional partners. This will assist in sending out a cohesive and consistent message about National City.

### Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Communication and Reporting
<b>Goals</b>	Track economic vitality
<b>Strategic Partners</b>	Finance, Building and Planning departments; San Diego Workforce Partnership; Center for Business Advancement at Southwestern College; CoStar and HdL Companies
<b>Metrics</b>	Create quarterly reports



## A2. Facilitate roundtables with strategic industries

### DESCRIPTION:

The purpose of this strategy is to work with key industries and commercial real estate brokers to chart the positive approaches the City can undertake to make National City regionally competitive. The round tables will allow key industries and commercial real estate brokers to voice their professional opinions and advice along with providing realistic benchmarks, industry trends, market opportunities and progress reports.

#### Goals:

- Create an opportunity for peer-to-peer learning through discussion, interaction and the sharing of experiences that allow participants to learn from each other's achievements and mistakes.
- Provide support through highly qualified facilitators, expert guest speakers and connection to various small business resources.
- Allow a platform where specific needs for growth can be addressed
- Anticipate trends and issues
- Facilitate better-informed decision making
- Promote development opportunities within the City
- Promote programs and services available at the City

#### Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Engage key stakeholders
<b>Goals</b>	Increase communication with existing businesses and promote city resources
<b>Strategic Partners</b>	Commercial real estate brokers, Mile of Cars and National City Maritime industry
<b>Metrics</b>	Increase absorption of commercial properties

# A3. Analyzing and Profiling the Local Economy

## DESCRIPTION:

Mapping can be a helpful tool in providing a foundation for understanding the connectivity of a place. In this strategy, we will look at how GIS Mapping and Asset Mapping can be used to analyze and profile the local economy. The first step is to identify all local assets such as local institutions & resources, community organizations, public spaces, historic sites and cultural centers within National City.

The second step is to identify local business clusters that represent concentrations of interconnected businesses (suppliers and associated institutions) and mapping businesses by type. Mapping local businesses by type can provide a good geographic picture of the community's economic sectors. Locations of retail, industrial, and office jobs can be plotted so that industry clusters, circulation and land uses can be compared.

The goal of analyzing and profiling the local economy is to create a geographic picture of the City's Economic potential. Through an analysis of the economic base industries and city assets we can begin to place investments and allocate scarce resources in strategic locations for the greatest economic impact

### Features of Asset Mapping:

- Uncover services, talents, skills and resources found in the community right now
- Internally Focused: Relies on the community's assets, not on those found outside of it
- Identify opportunities and links among the community, institutions and organizations

### Features of GIS Mapping:

- Provide a geographic picture of the community's economic sectors
- Locate economic sectors so that industry clusters, circulation and land uses can be compared
- Plan new areas of expansion
- Identify geographic constraints on achieving economic potential

### Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Asset Mapping and GIS Mapping
<b>Goals</b>	Mobilize assets and identify opportunities to increase city revenue
<b>Strategic Partners</b>	Planning, Engineering, Housing, Fire and Finance Departments
<b>Metric</b>	Increase City Sales Tax Revenue by 2% Annually



# B1. Improve Access to Resources and Implement New Technology Solutions Where Needed

## DESCRIPTION:

The National City 2013-2018 Strategic Plan highlights the city's interest to "Analyze internal processes for efficiency and implement new technology solutions where feasible" as a strategy to "Provide Quality Services" at City Hall. A *City Technology Liaison Group* has been organized to address these needs. The committee will identify opportunities for solutions that are broadly beneficial and or specialized solutions that can be leveraged across multiple departments. One of the suggested solutions will be the integration of an automated permit and business license tracking systems.

Permit and business license tracking systems work to streamline permitting and licenses from application intake through project completion. Along the way, the software should be able to produce status reports, and highlight any problems that should or would hold up the permitting or licensing process.

Benefits of these systems include: Reduced permitting time, Improved record keeping and archiving of permits and business licenses, enhanced communication with applicants and other municipal departments, higher quality plan submissions and customer service, and improved municipal staff efficiency.

Program benefits and economic impacts:

- Increased customer service capabilities by calculating permit requirements, fees, and timelines as applicants fill in their project details
- Allows concurrent review of application and site plans by all necessary departments and department signoffs;
- Permits on-line application, submission of business licenses and payment of permit fees

## Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Internal Efficiency
<b>Goals</b>	Improved processing and data collection
<b>Strategic Partners</b>	Planning, Engineering, Housing, Fire and Finance Departments
<b>Metrics</b>	Increase new business license applications by 1% annually

# B2. Develop Signage and Façade Improvement Program

## DESCRIPTION:

The purpose of a Signage & Facade Improvement Program is to provide matching grants for improvements to commercial properties in targeted areas. It is intended that such improvements will enhance the appearance of the varying National City business corridors. The program will be available for single tenant commercial properties and multi-tenant commercial properties.

Strategic areas within the city limits will be eligible to apply for funding such as main commercial corridors, city gateways and certain types of businesses such as retail, restaurants, corner stores and multi-tenant commercial properties. Eligible improvements include but are not limited to fixing code violations, signage, façade materials, awnings, painting, repairing masonry or stucco and pedestrian amenities. The program's mission is to stimulate revitalization and private sector capital investment by proactively addressing deteriorating property conditions and encouraging improvements which increase economic vitality.

The program will be managed by the City of National City's Housing and Economic Development Department (HEDD) staff. Applications for the program will be available for download on the City website and for pickup at City Hall.

Program benefits and economic impacts:

- Revitalized business corridors
- Reuse of previously empty or underutilized buildings
- Increased pedestrian traffic downtown
- Design control
- Increased property values
- Increase use of businesses by patrons

### Resource Analysis

<b>Focus Area</b>	Downtown and Westside
<b>Context</b>	Beautification of business corridors & incentivize absentee property owners
<b>Goals</b>	Signage and storefront compliance to city ordinances
<b>Strategic Partners</b>	A.R.T.S, National City Chamber of Commerce, SCEDC, ACCION
<b>Metrics</b>	Conduct 1, 3, and 5-year sale reports of awarded businesses

# B3. Develop a Business Retention and Expansion Program

## DESCRIPTION:



Business retention and expansion (BRE) is a core component of any economic development program. This program will focus on helping businesses survive economic difficulties; assist in expansions that add new jobs; advocate for the business community's concerns; and increase competitiveness in the wider marketplace. Strategic partnerships will be sought with the organizations such as the National City Chamber of Commerce.

The guiding plan for a BRE program will be based off the community's status at a certain point of time. Thus, the action plan should be updated annually to reflect these changes; doing so will have the added benefit of refocusing attention of the BRE program to

most accurately meet the needs of the community.

Areas of Focus will include:

1. Mile of Cars
2. Downtown Specific Plan
3. Westside Specific Plan
4. Balanced Plan

### Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Strong existing business sectors
<b>Goals</b>	Business retention and expansion
<b>Strategic Partners</b>	National City Chamber of Commerce, California Governor's Office, South County Economic Development and San Diego Regional Chamber of Commerce
<b>Metrics</b>	Reduce the number of annual business closures by 2%

# B4. Develop a Business Marketing and Attraction Program

## DESCRIPTION:

In creating a marketing strategy to attract businesses, National City will need to distinguish itself from its surrounding cities by highlighting product differentiation, price competitiveness, market advantages, new policies and highlighting the geographic region and demographics.

As noted by the South County Economic Development Five Year Strategic plan the major industry clusters in South County are aerospace, advanced manufacturing, healthcare, food processing & distribution, tourism, and maritime related businesses. These are stable industries with well-paying jobs. The access to major freeways, the port and public transportation, low land costs, a workforce partnerships and streamlined building permitting are competitive advantages National City can market.

Through an Economic Development Marketing and Attraction Program National City will be well positioned to actively seek new business. Businesses that meet the relevant net benefit to National City will be assessed through target industry analysis and data collected from strategy **A.3**. By matching National City's capabilities and objectives with industries that require those capabilities and meet those objectives, the HEDD can focus efforts on high-potential firms that are good matches for the City.

Although attracting major industries is a key priority, assisting entrepreneurs in entering the market based on emerging market trends will also be an area of focus. The industries that include craft beer, urban farming and placemaking to name a few are seeing significant gains throughout Southern California and the country. When it comes to attracting entrepreneurs to National City, the HEDD may act as an advocate for the business community's wellbeing as they relate to the policies and procedures of local and state government to stay competitive in the fields of emerging trends.

The steps for developing a Marketing and Attraction program include; Development of a welcome package; Advertising/ Publicity campaign and the development of policies and incentives to attract entrepreneurs.

### Resource Analysis

<b>Focus Area</b>	Downtown, Westside and Marina Districts
<b>Context</b>	Reduce empty lots and vacant storefronts
<b>Goals</b>	Encourage business growth in infill locations
<b>Strategic Partners</b>	South County Economic Development Council & National City Chamber of Commerce
<b>Metrics</b>	Increase New Business License Applications by 1% annually

# B5. Business Networking and Workshops

## DESCRIPTION:

The purpose of this strategy is to Increase utilization of resources and funds provided by nonprofit groups, lenders the state and federal government by providing a venue for workshops and outreach at City Hall.

**Cal Competes Tax Credit:** The California Competes Tax Credit is an income tax credit available to businesses who want to come, stay, or grow in California. Tax credit agreements are negotiated by GO-Biz and approved by a statutorily created “California Competes Tax Credit Committee,” consisting of the State Treasurer, the Director of the Department of Finance, the Director of GO-Biz, and one appointee each by the Speaker of the Assembly and Senate Committee on Rules. 5 National City Businesses awarded in 2016

**PACE/HERO:** The HERO Program offers a unique financing option, repaid through property taxes, for upgrades that increase energy efficiency, comfort and savings. Water-saving upgrades are also available in drought-impacted areas, such as California, and hurricane protection upgrades are eligible in Florida. 2014-2016 Utilization

**Accion:** As the largest and only nationwide nonprofit micro- and small business lending network in the United States, Accion connects small business owners with the financing and support it takes to create or grow healthy businesses. At communities.

**San Diego Workforce Partnership:** SDWP funds programs that align career aspirations of job seekers with the needs of employers. May of the programs offered are operated by or funded by partnerships with educational institutions, public, private and nonprofit agencies.

### Resource Analysis

<b>Focus Area</b>	Downtown, Westside and Marina Districts
<b>Context</b>	Reduce empty lots and vacant storefronts
<b>Goals</b>	Encourage business growth in infill locations
<b>Strategic Partners</b>	South County Economic Development Council & National City Chamber of Commerce
<b>Metrics</b>	Increase annual utilization rate of partner resources

# C1. Together We Can

## DESCRIPTION:

Those who live work and play in National City desire an environment that is clean, safe and attractive. Through the City's new *Together We Can Campaign* individuals, businesses, community organizations and City Hall will be encouraged to work together to make National City cleaner, healthier, safer and more beautiful. The campaign currently consists of four programs, signage compliances, Adopt-a Place, Activate the Right of Way (AROW) and the Signage & Façade improvement program.

Each program in the Together We Can (TWC) Campaign addresses a unique aspect of our community/business culture. Through the different programs, TWC aims to increase the awareness of our many public spaces & parks, encourage and recognize volunteer contributions and efforts build community pride and support our businesses.

The flexibility of TWC gives way for the campaign to grow organically to complement new and or existing City initiatives that may arise through updated policies, specific plans and community collaborations. For example, the updated Downtown Specific Plan (DTSP) calls for the activation of our public right-of-way. The AROW program was developed as a way to help meet the goals of the DTSP while also providing new opportunities for our business community.

Eventually TWC will no longer be a campaign but a culture embraced by all who work live and play in National City. The following four questions can be viewed as a guide in developing new city incentives and programs to promote TWC.

1. Will this program elevate existing City goals?
2. How can this program break down barriers and brings multiple departments together to achieve those goals?
3. Does this program leverage limited City resources and promote community partnerships?
4. Will this program Invigorate residential and commercial zones developing new places of beauty, interest, public awareness and public pride?

### Resource Analysis

<b>Focus Area</b>	National City Business Corridors
<b>Context</b>	Enhance Business Corridors and Promote Vibrant Neighborhoods
<b>Goals</b>	Create new incentives and programs
<b>Strategic Partners</b>	City of National City, Community Organizations, Businesses
<b>Metrics</b>	Activation of public spaces, business retention and attraction

# C2. Maintain and Promote Historic Sites and Cultural Assets

DESCRIPTION:

According to the National Trust for Historic Preservation on Preservation and ReUrbanism, leveraging existing assets in a growing city can have enormous power and potential to “improve health, affordability, prosperity, and well-being.” There are numerous historic sites that are landmarks in National City, these landmarks deserve special attention and should be focal points of civic pride. These historic sites and cultural assets contribute to a sense of place and neighborhood identity which will help in retaining existing residents and could attract new residents and businesses. The practice of reuse, reinvestment, and revitalization of historic neighborhoods is called *ReUrbanism*.

ReUrbanism positions preservation in the larger context of human needs. Preservation provides character and identity, contributes to sustainability and walkability, fosters a sound economy, spurs creativity and gives people psychological and sociological sense of stability. In addition to the above economic impacts, maintaining/promoting our historic sites & cultural assets helps the preservation of National City’s history, increased access to public spaces and promotes cultural tourism. As part of maintenance and promotion of these community landmarks the City will work with historic societies to develop strategic action plans to increase annual attendance, activation, preservation and assist is seeking grant funding.

Local Historic Sites and Cultural Assets Include:

- Brick Row
  - Kimball House Lease
  - Santé Fe Depot Lease
- Stein Farm Lease
  - Train Depot
  - Granger Music Hall

Resource Analysis

Focus Area	National City
Context	Cultural Tourism and asset sustainability
Goals	Maintain and Promote Historic Sites and Cultural Assets
Strategic Partners	National City Historical Society
Metrics	Increase annual attendance rates by 5%



# C3. Tourism Promotion

## DESCRIPTION:

Forbes recently announced that 68% of Millennials and Generation Z consider traveling a top priority. In 2015 the San Diego region had a total economic impact of \$16.4 billion from tourism alone. As the industry continues to grow so should National City's efforts in attracting tourism. The success of existing hotels, proximity to Baja California, the development of the National City Marina District and historic sites are key areas of focus in developing a tourism promotion plan.

### Areas of Focus:

**Hotel Attraction:** Support the expansion of Pepper Park and the Marina District to attract hotel developers. Existing city parcels available for hotel development include:

- Two acres of land near Plaza Bonita Mall near the 54
- The Bay Marina Drive parcel on W. 23<sup>rd</sup> Street
- 32<sup>nd</sup> and Marina Dr. near Pepper Park

**Baja California:** Develop policies and incentives to attract partners in Baja California to develop cultural exchanges and joint tourism efforts. National City can be positioned as a *Taste of Baja* with tasting rooms, shuttle opportunities and Baja California tourism information.

**Sporting Tourism:** Encourage public uses and family oriented special events within existing city parks and assets. Position the newly developed Bayshore bikeway as a cycling destination.

### Resource Analysis

<b>Focus Area</b>	Downtown, Westside and Marina Districts
<b>Context</b>	Underutilization of assets
<b>Goals</b>	Promote Tourism
<b>Strategic Partners</b>	National City Hoteliers, National City Chamber of Commerce
<b>Metrics</b>	Increase Transient Occupancy Tax 5% annually

# D1. Increase access to advanced education, workforce development, job training opportunities and business development by working with local workforce development organizations

## DESCRIPTION:

The purpose of this strategy is to assist local and regional organizations in meeting and exceeding their annual goals for National City workforce development by connecting opportunities to resources. Partnerships are the key to leveraging resources and improving the workforce of the local economy. Through this strategy our goal is to promote initiatives; Create a shared vision that will assist in meeting the goals of each partner; Create common metrics for success and practice transparency & the sharing of information across organizations.

Partnerships may range from formal contractual agreements to less formal understandings. Their function will be to align economic and workforce development strategies to strengthen and expand high impact workforce development initiatives. The City can assist local workforce and business development organizations meet their goals by collaborating on programs that will promote/expand their exposure. Strategic partnerships will be created with organizations that have wide reaching goals that serve the community and industries that have the greatest impact in National City.

In this strategy, the role of HEDD is to bring together necessary partners and players in order to create an effective workforce development program citywide. The common goal of the proposed partnerships is to strengthen the local talent pool of workers to match the needs of local and regional employers.

**Connect2CAREERS (C2C)** is a summer employment program that addresses San Diego's ongoing skills gap by providing meaningful work experiences that prepare young adults ages 16-24 for in-demand jobs.

**The California Center for International Trade Development (CITD)** invests in California's economic growth and global competitiveness through industry-specific education, training and services that contribute to a highly skilled and productive workforce.

**Procurement Technical Assistance Center** network of dedicated procurement professionals working to help local businesses compete successfully in the government marketplace.

**South County Economic Development Council (SCEDC)** promotes education and encourages economic development in the South San Diego County region.



### Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Workforce and Business Development Program
<b>Goals</b>	Create strategic partnerships to leverage resources to improve the workforce of the local economy
<b>Strategic Partners</b>	SDWP, SBDC, CITD, Procurement Technical Assistance Center and Southwestern College and the SCEDC.
<b>Metrics</b>	Increase National City Workforce by 2% annually

# E1. Research opportunities to establish Special Benefit Assessment Districts

## DESCRIPTION:

Special benefit assessment districts allow for an assessment on a property or business within a defined geographic area. Revenues from these assessments are directed back to the defined area to finance a myriad of enhanced services, including security, maintenance, marketing, economic development, tourism promotion, parking, and special events.

Special benefit assessment districts are private sector initiated mechanism to manage the Downtown environment. It is financed by an assessment on properties and/or businesses that is imposed by the City Council at the request of the ratepayers. These funds are used to improve specific areas through increased maintenance, additional safety initiatives, local promotion, special events, research and development, transportation and parking, and other activities selected and managed by the local assessment district Board to benefit the district. These services are designed to maintain and improve the overall viability of Downtown resulting in higher property values and sales tax revenues.

Special Benefit Assessment Districts can take many forms. In this strategy, we are going to look at the benefits of forming a property based special benefit assessment district or a maintenance assessment district. A study done by the NYU Furman Center for Real Estate & Urban Policy found that on average, BIDs have a large, positive impact on the value of commercial property. The value of commercial properties within the BID's boundary increases significantly more rapidly than other, comparable properties. Their estimates suggest that impacts are as large as 15 percentage points. The significant increase in property values suggests that on average, BIDs are successful in improving the level and quality of local amenities in their neighborhoods. Forming a special benefit assessment district, specifically a property based improvement district or a Maintenance Assessment district could assist in generating additional city revenues by contributing to an increase in property values in the assessed areas.

### Resource Analysis

<b>Focus Area</b>	National City
<b>Context</b>	Absentee Land Lords
<b>Goals</b>	Increase Property Values
<b>Strategic Partners</b>	International Downtown Association
<b>Metrics</b>	Increase Property Values by 15% annually

## E2. Actively seek Grant Funding for Economic Development Programs

### DESCRIPTION:

For the purpose of this strategy, grants mean dollar awards to carry out Economic Development programs proposed or created in alignment with the Economic Development Strategic Plan. The programs developed under strategies **B2. Develop Signage and Façade Improvement Program**, **B3. Develop a Business Retention and Expansion Program**, **B4. Develop a Business Marketing and Attraction Program**, **C1. Together We Can** **C2. Maintain and promote historic sites and cultural assets** will be prioritized before creating programs outside of the plan for grant funding.

The goal of this strategy is to apply for a minimum of three grants annually. Potential grants include those provided by the County of San Diego, The U.S Economic Development Administration and Art Place America. Where feasible a consultant will be brought on to assist with grant writing.

